

# PUBLIC WORKS AND TRANSPORTATION

## Operations

**PROGRAM:**

Central Duplicating, Imaging, Archiving, and Mail Services

**PROGRAM ELEMENT:**

Records Management

**PROGRAM MISSION:**

To provide timely and efficient document archiving and imaging services for County departments and agencies

**COMMUNITY OUTCOMES SUPPORTED:**

- Accessible County documents
- Responsive government
- High value services

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET <sup>a</sup>	FY06 CE REC
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**Outcomes/Results:**
**Service Quality:**

Percentage of records recovered within four hours	95	95	96	98	98
Percentage of records recovered within one day	98	98	99	98	98

**Efficiency:**

Average cost per box per year to provide archiving services (\$)	19	19	40	33	26
Average cost per scan (\$)	NA	NA	NA	0.46	0.30

**Workload/Outputs:**

Number of new accessions	5,310	5,200	3,300	4,000	4,000
Number of records destroyed	3,285	3,100	2,906	3,000	3,400
Number of records refiled	2,683	2,600	2,972	2,500	4,000
Percentage of records reopened within one year	77	78	78	75	75
Number of images per year	NA	NA	NA	195,000	300,000

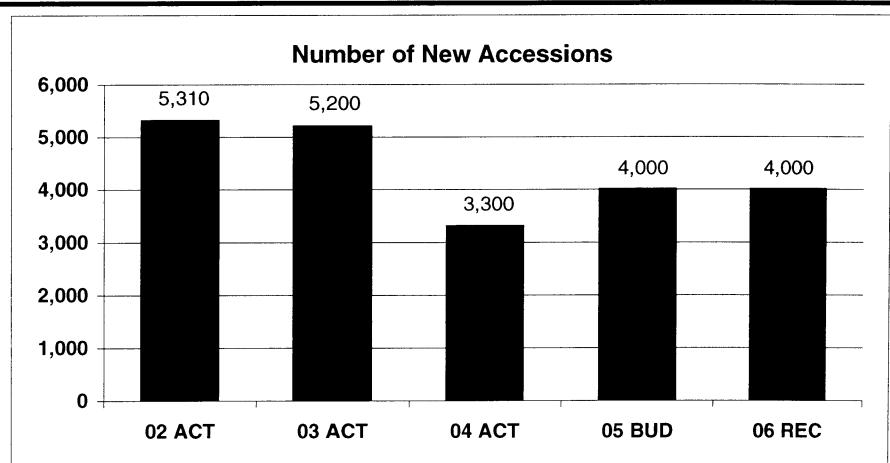
**Inputs:**

Expenditures (\$000)	204	202	255	283	400
Workyears	1.0	1.0	1.0	3.0	3.0

**Notes:**
<sup>a</sup>Because of the imaging initiative, the results for FY05 and FY06 are not comparable to the results for FY02 - FY04.

**EXPLANATION:**

The Records Center, which currently occupies 21,600 square feet, stores approximately 33,000 boxes containing some 82 million sheets of paper. The Center has begun to scan County records. Imaging is currently providing scanning services for seven departments. Scanning records to an electronic repository is a major step in protecting these records against a disaster. In addition, the imaging initiative will help reduce the amount of warehouse space needed to house County records.


**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** County departments and contractors.

**MAJOR RELATED PLANS AND GUIDELINES:** Montgomery County Records Management, State of Maryland Archives.

# PUBLIC WORKS AND TRANSPORTATION

## Operations

**PROGRAM:**

Facility Maintenance and Operations

**PROGRAM ELEMENT:**

Building Maintenance

**PROGRAM MISSION:**

To provide building maintenance in order to ensure safe and functional facilities for employees and the public

**COMMUNITY OUTCOMES SUPPORTED:**

- Safe and functional County facilities

**PROGRAM MEASURES**

 FY02  
ACTUAL

 FY03  
ACTUAL

 FY04  
ACTUAL

 FY05  
BUDGET

 FY06  
CE REC

**Outcomes/Results:**
**Service Quality:**

Percentage of customers rating facility maintenance as satisfactory <sup>a</sup>	65	60	60	65	65
Difference between County maintenance expenditures per square foot and the industry standard (\$)	-0.31	-0.32	-0.32	-0.26	-0.40
Deferred maintenance backlog (\$000)	7,000	10,649	13,500	13,000	15,000

**Efficiency:**

Cost per square foot to maintain County facilities (\$)	1.16	1.15	1.15	1.21	1.25
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**Workload/Outputs:**

Square feet maintained (000)	5,189	5,359	5,548	5,847	6,055
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**Inputs:**

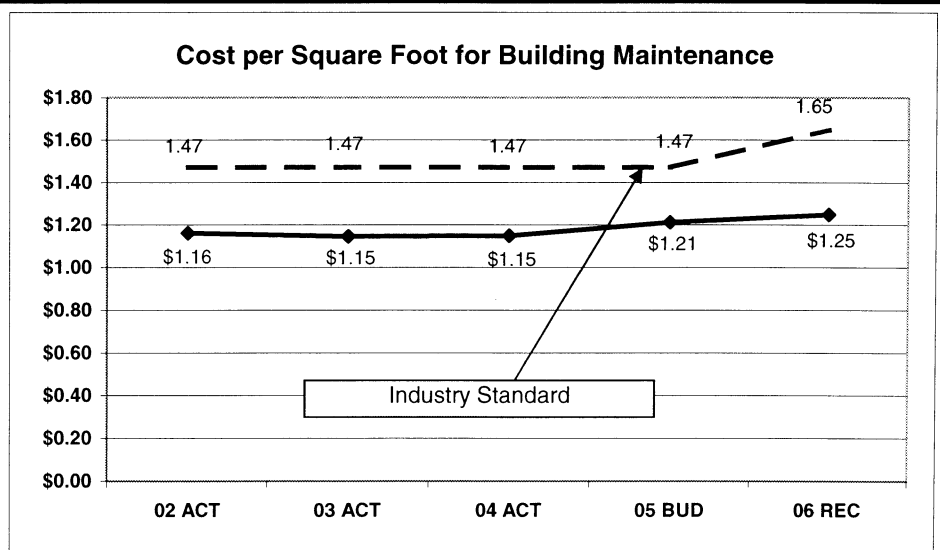
Personnel and contract costs (\$000)	6,029	6,141	6,366	7,094	7,558
Funding for deferred maintenance (\$000)	0	0	0	0	445
Workyears <sup>b</sup>	63.0	65.0	65.0	70.0	70.0

**Notes:**

<sup>a</sup>Customer satisfaction is derived from the results of an occupant survey conducted as part of the Division's annual Customer Forum. Occupants assess the quality of County facilities by separately rating six parameters on a scale from 0 to 5. The parameters used to assess building maintenance services are elevators, floors, paint, lighting, indoor air quality, and heating/ventilation/air conditioning.

**EXPLANATION:**

For FY06, the County is recommending spending \$1.25 per square foot to maintain its facilities, a 3.3 percent increase over the level budgeted in FY05. However, the industry standard is now \$1.65 per square foot, a difference of \$0.40 per square foot. The discrepancy in spending per square foot and lack of funding for deferred maintenance will affect the County's ability to properly maintain its facilities in FY06 and will make it necessary to add more items to the already substantial deferred maintenance list. As deferred maintenance grows, inconvenience to employees and citizens is increased, and the potential for disruption of government services is magnified.



**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** County departments and agencies.

**MAJOR RELATED PLANS AND GUIDELINES:** International Facility Management Association (IFMA) standards.

# PUBLIC WORKS AND TRANSPORTATION

## Operations

**PROGRAM:**  
Facility Maintenance and Operations

**PROGRAM ELEMENT:**  
Housekeeping

**PROGRAM MISSION:**

To provide timely and efficient housekeeping services in County buildings in order to ensure clean and functional facilities for employees and the public

**COMMUNITY OUTCOMES SUPPORTED:**

- Clean, safe, functional County facilities

### PROGRAM MEASURES

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY06 CE REC
<b>Outcomes/Results:</b>					
<b>Service Quality:</b>					
Percentage of customers rating housekeeping as satisfactory <sup>a</sup>	57	50	45	50	50
Difference between County housekeeping expenditures per square foot and the industry standard (\$)	-0.33	-0.30	-0.16	-0.18	-0.25
<b>Efficiency:</b>					
Cost per square foot (\$)	0.93	0.96	1.10	1.08	1.09
<b>Workload/Outputs:</b>					
Square feet cleaned (000)	2,375	2,474	<sup>b</sup> 2,813	3,036	3,244
Number of County buildings cleaned	117	122	<sup>b</sup> 142	144	147
<b>Inputs:</b>					
Personnel and contract costs (\$000)	2,205	2,379	3,081	3,269	3,551
Workyears <sup>c</sup>	21.0	21.0	21.0	21.0	21.0

**Notes:**

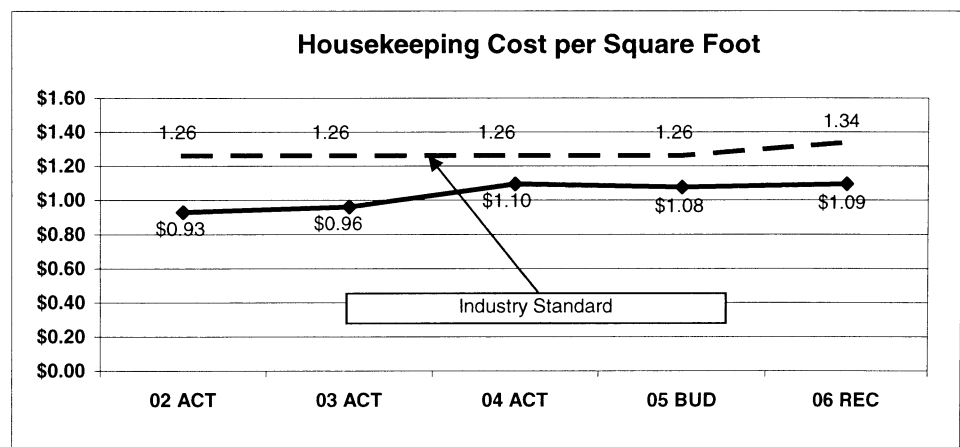
<sup>a</sup>Customer satisfaction is derived from the results of customer surveys. Occupants assess the quality of cleaning on a scale of 0 to 5.

<sup>b</sup>In FY04, 19 recreation facilities were transferred to Operations for housekeeping services.

<sup>c</sup>Only three facilities - the Executive Office Building, the Council Office Building, and the Judicial Center - are maintained by County employees.

**EXPLANATION:**

For FY06 budget, the County is recommending spending \$1.09 per square foot for housekeeping services, a one percent increase from the level budgeted in FY05 and 17% higher than expenditures per square foot in FY02. However, this still \$0.25 per square foot below the current IFMA industry standard of \$1.34 per square foot.



**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** County departments and agencies.

**MAJOR RELATED PLANS AND GUIDELINES:** International Facility Management Association (IFMA) standards.

# PUBLIC WORKS AND TRANSPORTATION

## Operations

**PROGRAM:**

Parking Facility Maintenance

**PROGRAM ELEMENT:**

Parking Garage Elevator Maintenance

**PROGRAM MISSION:**

To maintain elevators in County-owned parking garages in the Bethesda, Silver Spring, and Wheaton Parking Lot Districts to maximize the amount of time elevators are in service for customers

**COMMUNITY OUTCOMES SUPPORTED:**

- Responsive government
- Safe and convenient use of parking facilities

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY06 CE REC
<b>Outcomes/Results:</b>					
Average percentage of time elevators are in-service	96.4	95.0	95.0	97	97
<b>Service Quality:</b>					
<b>Efficiency:</b>					
Average maintenance cost per elevator per year (\$)	1,795	1,382	1,233	1,738	1,738
<b>Workload/Outputs:</b>					
Number of parking garage elevators	39	39	43	53	53
Number of parking garage elevator service calls	346	383	362	345	345
<b>Inputs:</b>					
Expenditures - maintenance contracts (\$000) <sup>a</sup>	<sup>b</sup> 70.0	53.9	53.0	<sup>c</sup> 92.1	92.1
CIP expenditures - elevator modernization projects (\$000) <sup>a</sup>	484	38	20	1,896	962

**Notes:**

<sup>a</sup>Contractual services only; excludes a small amount of County staff time necessary to monitor the contracts.

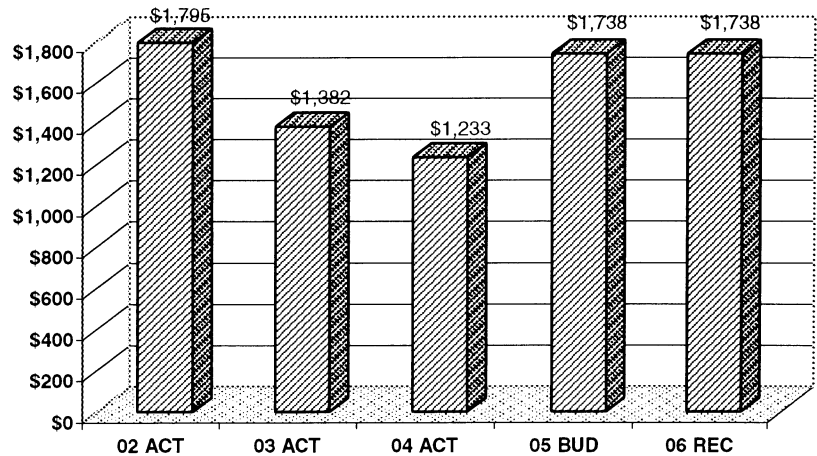
<sup>b</sup>The FY02 actual maintenance expenditures came in less than budgeted because of lower rates (due to a new contractor) and the exclusion of the elevators at garages No. 5, 21, 49, and 55 (due to their warranty under the modernization).

<sup>c</sup>FY06 expenditures include the elevators at garages No. 5, 21, 49, and 55 coming out of warranty under the modernization.

**EXPLANATION:**

Starting in FY99, in-service and out-of-service time has been tracked for all parking district garage elevators. Tracking of the number of elevator malfunctions requiring service calls to the elevator maintenance contractor began in FY01. A major CIP-funded modernization of older, high-maintenance elevators in parking garages was implemented in FY01 and FY02. Four elevators were deleted in November of 2002 with the demolition of Garage 1A. Four elevators were added in FY03 at Garage 36. Four new elevators were added in FY04 with the completion of Garage 42. Eleven new elevators were added in FY05 with the completion of Garages No. 60 and 61, and one elevator was removed in FY05 with the demolition of Garage No. 1.

**Average Annual Maintenance Cost Per Elevator**



**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** County elevator maintenance contractor, Regional Services Centers.

**MAJOR RELATED PLANS AND GUIDELINES:** Capital Improvements Program.

# PUBLIC WORKS AND TRANSPORTATION

## Operations

**PROGRAM:**  
Resurfacing

**PROGRAM ELEMENT:**

**PROGRAM MISSION:**

To resurface the County's residential roads on a five-year cycle to preserve structural integrity, provide for safe usage, and minimize costly rehabilitation/reconstruction

**COMMUNITY OUTCOMES SUPPORTED:**

- Protect the community's investment in the infrastructure
- Maintain the safe and effective movement of people and goods in residential neighborhoods

### PROGRAM MEASURES

	FY02 ACTUAL	FY03 ACTUAL <sup>d</sup>	FY04 ACTUAL <sup>d</sup>	FY05 BUDGET	FY06 CE REC
<b>Outcomes/Results:</b>					
Percentage of residential roads needing resurfacing that were resurfaced <sup>a</sup>	22.3	13.7	24.4	27.5	31.7
<b>Service Quality:</b>					
Effective resurfacing cycle (years) <sup>b</sup>	19.8	32.2	18.0	16.0	15.8
<b>Efficiency:</b>					
Average cost per lane-mile resurfaced - slurry seal (\$)	5,104	5,118	5,301	5,301	5,426
Average cost per lane-mile resurfaced - micro seal (\$)	7,201	7,247	7,342	7,342	7,533
<b>Workload/Outputs:</b>					
Lane miles resurfaced - slurry seal	115	52	115	170	223
Lane miles resurfaced - micro seal	<u>51</u>	<u>50</u>	<u>67</u>	<u>35</u>	<u>20</u>
Total lane miles resurfaced (slurry and micro seal)	166	102	182	205	243
<b>Inputs:</b>					
Expenditures					
Contractors (\$000)	1,675	656	1,350	<sup>e</sup> 1,125	<sup>e</sup> 1,536
County program staff (\$000)	117	88	148	241	256
Other administrative costs (\$000)	<u>71</u>	<u>13</u>	<u>15</u>	<u>84</u>	<u>94</u>
Total expenditures (\$000)	1,863	757	1,513	1,450	1,886
Workyears - County program staff <sup>c</sup>	5.0	4.9	4.9	4.9	4.9

**Notes:**

<sup>a</sup>This assumes a four-year cycle for slurry seal and a six-year cycle for micro seal.

<sup>b</sup>The number of years that would be needed to resurface all residential streets if resurfacing continued at the same rate.

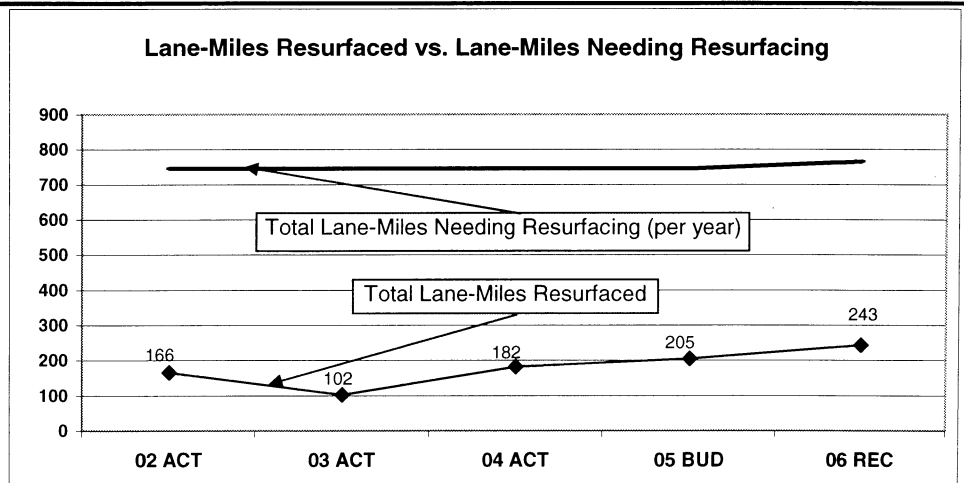
<sup>c</sup>All residential resurfacing is performed by contractors. The workyears include only County staff responsible for administering the program and inspecting the work.

<sup>d</sup>Excessive rainfall delayed completion of the FY03 program. The remainder of the FY03 program was completed in FY04.

<sup>e</sup>Includes \$250,000 in support of the Go Montgomery! initiative.

**EXPLANATION:**

About 3,829 lane-miles of residential roads need periodic resurfacing. Two types of resurfacing treatments, slurry seal and micro seal, are employed. Slurry seal is cheaper than micro seal but does not last as long. Micro seal, which contains larger aggregate than slurry seal, is used for roads with a higher traffic volume. The industry standard of a four-year (slurry seal) and six-year (micro seal) resurfacing cycle implies that the County must resurface about 766 lane-miles of residential streets each year to stay current. (Rehabilitation/reconstruction is at least five times as costly as resurfacing.)



**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Resurfacing contractors.

**MAJOR RELATED PLANS AND GUIDELINES:** International Slurry Seal Association standards.

# PUBLIC WORKS AND TRANSPORTATION

## Operations

**PROGRAM:**

Streetlighting

**PROGRAM ELEMENT:**
**PROGRAM MISSION:**

To provide a safe, convenient and liveable night-time travelling environment for motorists, bicyclists, and pedestrians by installing streetlights, proactively servicing and maintaining County-owned streetlights to the highest level, and repairing outages and malfunctions in a timely manner

**COMMUNITY OUTCOMES SUPPORTED:**

- Safe citizens, businesses, and communities
- Prevention and reduction of crime
- Safe and convenient night-time use of streets and walkways by motorists, bicyclists, and pedestrians
- Responsive government

**PROGRAM MEASURES**
**FY02  
ACTUAL**
**FY03  
ACTUAL**
**FY04  
ACTUAL**
**FY05  
BUDGET**
**FY06  
CE REC**
**Outcomes/Results:**

Percentage of streetlights on at any time <sup>a</sup>	99.7	99.8	99.6	99.7	99.7
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**Service Quality:**

Average number of days to repair a streetlight <sup>b</sup>	5	3	5	5	4
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Average number of days to repair a knock-down	7	6	7	6	5
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**Efficiency:**

Average cost to repair a knock-down (\$)	1,356	1,296	1,493	1,450	1,450
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Average cost to service/repair a streetlight (\$)	78	78	78	78	71
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**Workload/Outputs:**

Number of County-owned streetlights	21,213	21,549	22,815	23,000	23,750
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Outages responded to	4,466	4,117	5,690	5,300	5,600
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Knock-downs responded to	287	255	439	325	400
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**Inputs:**
**Expenditures**

Servicing <sup>c</sup> (\$000)	176	260	535	335	396
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Knock-downs (\$000) <sup>d</sup>	389	330	398	525	535
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Installation of new streetlights (\$000) <sup>d</sup>	947	95	124	395	215
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Silver Spring upgrades (\$000) <sup>d</sup>	250	222	436	262	262
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TOTAL Expenditures	1,762	907	1,493	1,517	1,408
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**Notes:**

<sup>a</sup>Based on reported outages.

<sup>b</sup>Measured from the time when the County is first notified of the outage until the time the contractor visits the site and makes whatever repairs can be done. Usually the repair just involves replacing the burned out bulb (relamping) or a bad photocell. (These repairs should not be confused with scheduled relampings that are done *before* the bulbs burn out.)

<sup>c</sup>"Servicing" refers to *scheduled* cleaning, relamping, and repairs.

<sup>d</sup>CIP funds.

**EXPLANATION:**

About 40% of the streetlights in Montgomery County are owned by the County; the remainder are owned by PEPCO, Baltimore Gas & Electric, and Allegheny Power. The number of County-owned streetlights increases with the growth in the County's network of roads as new lights are installed by developers and by the County. The increase has averaged about 2.5% per year and is expected to continue.

As a preventive maintenance strategy, County-owned streetlights are re-lamped on a five-year cycle. Lamps that burn out before their scheduled replacement or require other routine maintenance must be repaired at the contractor's expense. Lamps that are knocked down or damaged are repaired by the contractor at contract unit prices. Efforts are continuing to partner with utility companies to improve the timeliness of streetlight outage repairs.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** PEPCO, Allegheny Power, Baltimore Gas & Electric, County streetlight maintenance contractor, Police.

**MAJOR RELATED PLANS AND GUIDELINES:**